

Individual Change as a Key to Culture Change

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CVF Model Meets the Individual Level

- It is important for the manager to meet the CVF needs of the organization and their department
- CVF has been used widely at an organizational level which leads us to infer that it may be a useful to at the group level (team behaviors) as well as individual level (managerial competencies)



Management Skills Assessment Inventory

- “Helps managers identify their current managerial strengths and weaknesses as well as the competencies that will help the organization move towards the *preferred* future culture.” (Cameron & Quinn, 1999)
- Measures behavior and actions not managerial style or attitudes
- Self-ratings of MSAI compared to others' ratings of individual as manager (360 feedback)



Critical Managerial Competencies



Significantly Cool Findings

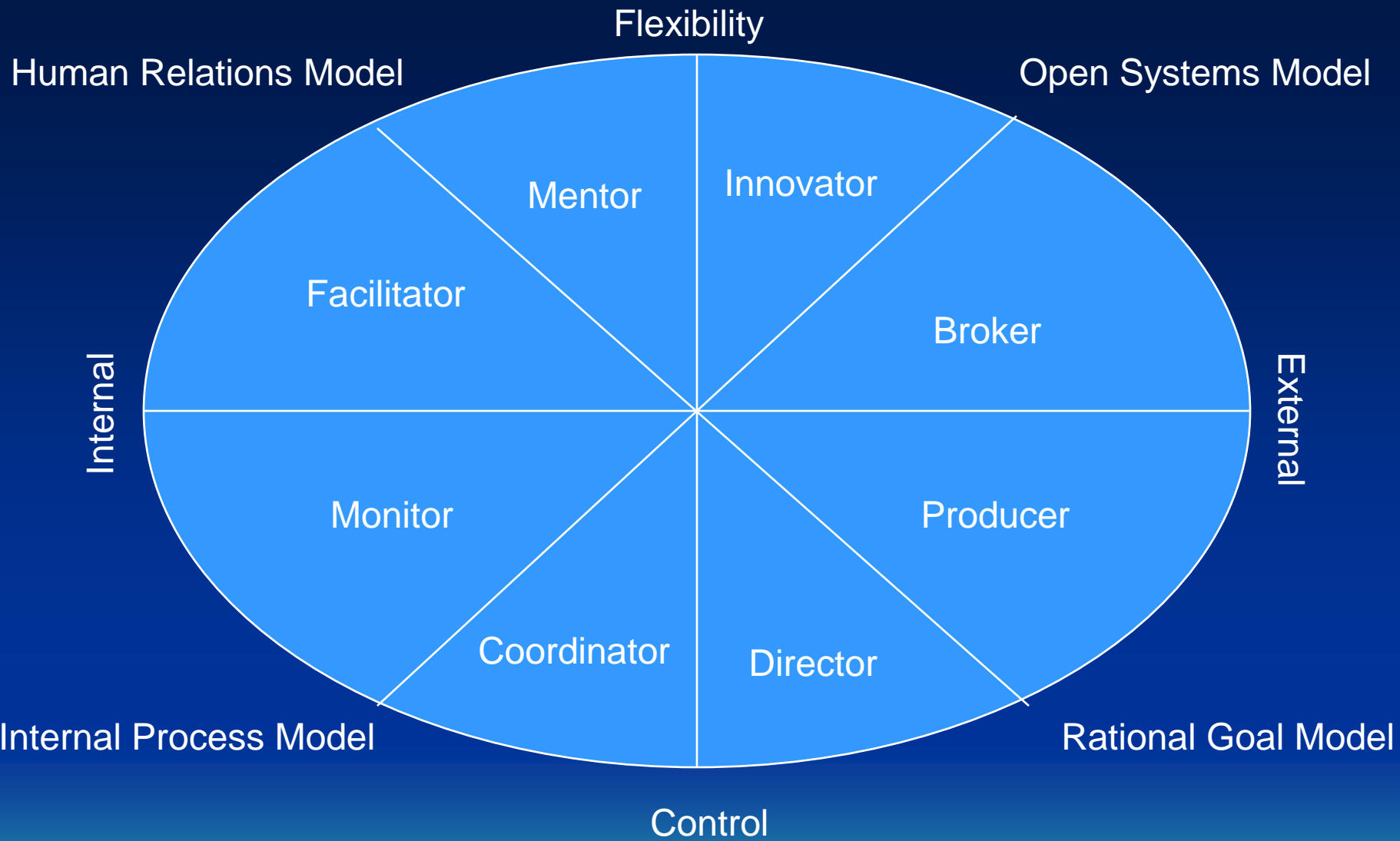
- CEOs and Mayors found to work more effectively with each other when their managerial style on the MSAI complemented each other (Martin & Simons, 2002)
- Presentational Communication in Management Contexts were found to be different along CVF model: relational, informational, instructional, and transformational (Quinn, Hildebrandt, Rogers & Thompson, 1991)



Significantly Cool Findings Cont'd

- In management teams, it was important to have skills in all 4 quadrants and a list of 8 roles were subsequently developed (Yang & Shao, 1996)





References

- Martin, J. & Simons, R. (2002). Managing Competing Values: Leadership styles of mayors and CEOs. *Australian Journal of Public Administration*, 61(2), 61-75.
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- Yang, O., & Shao, Y. E. (1996). Shared leadership in self-managed teams: A competing values approach. *Total Quality Management*, 7(5), 521-534.

